



# OLYMPIC MEDICAL CENTER

**Draft – 11/01/2018**

**Fiscal Year 2019  
Operating & Capital Budget**

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**REVENUE ASSUMPTIONS**

<b>Price Increases</b>	<b>%</b>	<b>Notes:</b>
Inpatient	Varies	Adjustments based on recent pricing study
Outpatient	Varies	Adjustments based on recent pricing study
Emergency	6.0%	Adjustments based on recent pricing study
Home Health	3.0%	Adjustments based on recent pricing study
Physician Clinics	0.0%	Adjustments based on recent pricing study
Pharmacy	3.5%	Adjustments based on market drug cost increase.
Cafeteria	3.0%	Requested based on incr in food cost estimates

<b>Volume Changes</b>	<b>%</b>	<b>Notes:</b>
Inpatient CCU, Med/Surg, OB	1.0%	
Outpatient	Variable	Imaging 4-8%, Lab 5% , Rehab 1-7%, Cancer Center 6%, Cardiac 5%, Home Health 3%, OR, SSU, etc - net 0%, ER - 0%
Physician Clinics	Variable	Overall 5% but vary by service

<b>Contractuals</b>	<b>%</b>	<b>Notes:</b>
Contractual %	51.88%	Based on current experience factored with price increases
Charity Care %	0.67%	Based on current experience
Bad Debt %	0.64%	Based on current experience

<b>Tax Levy</b>	1.00%	Allowable annual increase
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**EXPENSE ASSUMPTIONS**

Inflation Supplies	2.0%	Average for medical and office supplies
All other expenses	0.0%	
Dietary	3.0%	2.5 to 3 per cent
Non-union/Mgr wage increases	2.5%-3%	OMP Staff 3%
Union-Wage Increase	2.5%	
Pharmacy Hospital	3.6%	Per Vizient Reports including both 340b and non-340b
Pharmacy Sequim	4.2%	Per Vizient Reports including both 340b and non-340b
Utilities	3.1%	PUD Electric 3.5%, City of PA Electric 2.7%
Medical Insurance	1.8%	Estimate based on PEBB Program Rates Email 08.17.2018

# Olympic Medical Center

## Income Statement Budget Comparisons

	Actual 2017	Budget 2018	Forecast 2018	Budget 2019	Budget Compared to Forecast 2018
<b>Gross Revenue</b>					
Inpatient Services	89,659,697	99,082,837	94,485,227	101,739,728	7.7%
Outpatient Services	274,520,129	307,316,467	306,504,566	331,117,359	8.0%
	364,179,825	406,399,304	400,989,793	432,857,088	7.9%
<b>Revenue Deductions</b>					
Contractual & Other Adjustments	185,740,120	212,181,077	204,877,920	224,555,160	9.6%
Provision for bad debt	2,313,127	2,438,396	2,617,990	2,784,904	6.4%
Charity Care	2,655,122	2,844,795	2,643,263	2,888,499	9.3%
	190,708,369	217,464,268	210,139,173	230,228,563	9.6%
Other Revenue (excl. tax levy)	2,269,188	9,427,660	5,320,237	8,350,926	57.0%
Meaningful Use	571,234	-	-	-	0.0%
Tax Levy	4,138,014	4,158,115	4,168,567	4,210,253	1.0%
	180,449,892	202,520,812	200,339,424	215,189,704	7.4%
<b>Expenses</b>					
Salary & Wages	89,102,750	95,848,417	96,075,624	104,333,998	8.6%
Employee Benefits	26,348,655	29,472,166	28,259,133	31,094,230	10.0%
Professional fees	8,887,738	8,391,701	9,627,204	8,126,301	-15.6%
Supplies	27,061,145	33,163,134	29,966,734	33,074,833	10.4%
Utilities	1,695,831	1,729,340	1,785,416	1,840,841	3.1%
Telephone / Postage	698,631	700,259	726,388	739,212	1.8%
Repairs & Maintenance	6,163,462	6,531,254	6,719,007	7,573,562	12.7%
Purchased Service	7,470,086	5,885,537	7,659,322	6,010,362	-21.5%
Depreciation	10,655,598	10,580,000	10,498,561	10,300,000	-1.9%
Lease	330,571	356,229	320,053	321,054	0.3%
Insurance	698,949	1,168,070	1,109,021	1,168,070	5.3%
License, Taxes & Dues	1,604,070	1,825,434	1,813,362	2,001,028	10.3%
Travel & Education	1,065,332	1,308,063	1,280,501	1,432,153	11.8%
Other Expenses	1,332,467	1,969,072	2,053,762	2,825,840	37.6%
	183,115,283	198,928,676	197,894,088	210,841,483	6.5%
Net Operating Income	(2,665,391)	3,592,136	2,445,336	4,348,221	77.8%
Net Non-operating Revenue	158,084	500,000	(420,000)	250,000	
<b>Net Revenue</b>	<b>(2,507,307)</b>	<b>4,092,136</b>	<b>2,025,336</b>	<b>4,598,221</b>	
Operating Margin	-1.5%	1.8%	1.2%	2.0%	
Net Margin	-1.4%	2.0%	1.0%	2.1%	

**Revenue/ Volume Projection Worksheet**

			Actual	Est	Budget	Vol Change	Est 18 Revenue	Rate Growth	2019 Revenue					
			2017	2018	2019				Inpatient	Outpatient	ER	HH	Total	Variance
			Stat	Total	Stat									
6010	Intensive Care	Pt. Days	4,159	4,186	4,228	1.0%	13,587,557	7.0%	14,421,262	262,811	-	-	14,684,073	8.1%
6000	Med/Surg	Pt. Days	9,159	9,039	9,129	1.0%	20,020,233	7.0%	19,152,464	2,483,402	-	-	21,635,866	8.1%
6100	OB, L&D, Nursery	Pt. Days	1,096	1,118	1,129	1.0%	7,103,128	6.0%	6,672,285	915,016	15,802	-	7,603,103	7.0%
6210	Surgery	Minutes	420,815	436,921	458,767	5.0%	37,062,058	5.3%	15,382,336	25,399,088	187,679	-	40,969,103	10.5%
6220	Recovery Room	Minutes	151,766	162,421	162,421	0.0%	2,009,038	7.0%	881,717	1,254,279	13,675	-	2,149,671	7.0%
6230	Anesthesia	Minutes	378,159	395,222	395,222	0.0%	4,108,673	7.0%	1,080,181	3,289,518	26,582	-	4,396,280	7.0%
7035	Intravenous Therapy	Procedures	734	780	819	5.0%	775,523	5.0%	701,574	149,794	3,646	-	855,014	10.3%
7800	Laboratory	Billable Tests	541,443	566,030	594,332	5.0%	31,783,766	4.0%	7,091,089	21,230,526	6,386,259	-	34,707,873	9.2%
7870	Blood Bank	Billable Tests	13,431	13,056	13,711	5.0%	1,660,469	5.0%	810,470	779,717	240,829	-	1,831,016	10.3%
7300	Cardiac Services	Procedures	24,050	25,524	26,800	5.0%	13,078,888	5.0%	1,729,566	11,764,075	925,833	-	14,419,474	10.3%
7310	Rhythm Clinic	Procedures	3,184	3,396	3,566	5.0%	749,396	5.0%	1,993	822,315	1,901	-	826,209	10.3%
7610	Sleep Lab	Procedures	2,395	3,292	3,457	5.0%	3,880,074	5.0%	-	4,276,866	916	-	4,277,782	10.3%
7600	Sleep Clinic	RVUs	7,095	8,128	18,900	132.5%	1,197,495	0.0%	-	2,784,091	596	-	2,784,687	132.5%
7060	MRI	Procedures	6,159	6,348	6,745	6.3%	15,653,475	0.0%	1,148,225	13,502,203	1,981,390	-	16,631,818	6.2%
7040	PET Scan	Procedures	402	414	443	7.0%	2,862,748	0.0%	-	3,063,999	-	-	3,063,999	7.0%
7055	CT Scan	Procedures	15,509	16,762	17,600	5.0%	29,506,495	0.0%	5,506,078	13,358,979	12,116,762	-	30,981,820	5.0%
7000	Radiology	Procedures	25,563	26,543	27,756	4.6%	7,019,901	5.0%	1,712,994	3,337,786	2,656,966	-	7,707,746	9.8%
7005	PCC Radiology	Procedures	1,823	1,943	2,040	5.0%	540,720	5.0%	2,461	591,067	2,616	-	596,144	10.3%
7010	Downtown Imaging	Procedures	1,689	1,600	1,737	8.5%	417,882	5.0%	1,510	471,379	3,375	-	476,264	14.0%
7030	Ultrasound	Procedures	14,486	14,773	15,512	5.0%	9,423,331	5.0%	938,048	7,899,350	1,551,824	-	10,389,222	10.3%
7001	MOB Radiology	Procedures	4,137	4,332	4,548	5.0%	1,176,689	5.0%	2,717	1,289,558	4,901	-	1,297,176	10.2%
7002	SMP Radiology	Procedures	-	-	4,200	0.0%	-	5.0%	2,509	1,190,841	4,526	-	1,197,876	0.0%
7015	Sequim Radiology	Procedures	5,960	6,062	6,365	5.0%	1,604,663	5.0%	8,904	1,741,922	18,314	-	1,769,141	10.3%
7020	Jamestown Imaging	Procedures	3,913	4,478	4,702	5.0%	1,165,894	5.0%	8,000	1,270,975	6,424	-	1,285,399	10.3%
7050	Women's Imaging	Procedures	10,100	9,993	10,493	5.0%	3,934,475	5.0%	763	4,336,996	-	-	4,337,759	10.3%
7500	Radiation Oncology	Procedures	12,418	13,469	14,280	6.0%	14,738,915	1.0%	70,387	15,696,522	15,551	-	15,782,460	7.1%
7045	Nuclear Medicine	Procedures	691	648	680	5.0%	1,627,612	0.0%	133,173	1,528,299	47,520	-	1,708,993	5.0%
7400	Pharmacy	# of Changs	450,216	456,631	467,688	2.4%	51,176,579	3.5%	11,456,349	39,628,281	3,165,716	-	54,250,346	6.0%
7100	Respiratory Therapy	Procedures	28,536	27,667	27,944	1.0%	3,771,850	5.0%	2,606,738	1,283,860	109,449	-	4,000,047	6.1%
7200	PA Rehab	Procedures	37,928	38,093	40,497	6.3%	3,277,899	0.0%	2,658	3,482,077	-	-	3,484,735	6.3%
7210	Sequim Rehab	Procedures	29,705	33,086	35,187	6.4%	2,866,070	0.0%	1,344	3,046,444	277	-	3,048,066	6.3%
7220	Inpatient Rehab	Procedures	9,906	9,869	9,968	1.0%	1,221,605	0.0%	1,151,011	82,374	436	-	1,233,821	1.0%
6300	Emergency Room	Visits	29,865	29,650	29,652	0.0%	30,622,419	6.0%	5,124,790	1,020,130	26,317,475	-	32,462,395	6.0%
6250	Short Stay	Visits	14,546	10,956	5,976	-45.5%	2,931,735	7.0%	15,830	1,684,630	10,749	-	1,711,210	-41.6%
7510	Medical Oncology	Procedures	17,128	19,197	20,353	6.0%	5,800,269	5.0%	27,769	6,408,899	20,250	-	6,456,917	11.3%
7320	Wellness Services	Procedures	-	159	487	206.1%	8,952	0.0%	-	27,401	-	-	27,401	206.1%
5310	Primary Care - Sequim	RVUs	11,484	13,289	11,940	-10.2%	2,901,360	0.0%	3,107	2,598,849	4,899	-	2,606,855	-10.2%
7700	Nutritional Counseling	Consults	1,646	954	1,980	107.6%	43,028	0.0%	-	89,305	-	-	89,305	107.6%
5100	Surgery Clinic	RVUs	23,172	21,253	22,320	5.0%	3,237,174	7.0%	1,050	3,636,145	525	-	3,637,720	12.4%
5155	OMP SQ Othro Clinic	RVUs	7,854	8,921	9,345	4.8%	3,075,220	0.0%	-	3,436,927	-	-	3,436,927	11.8%
5250	Womens Clinic	RVUs	19,888	21,213	22,560	6.3%	3,978,389	0.0%	233	4,230,269	470	-	4,230,972	6.3%
5320	Pediatrics Clinic	RVUs	21,413	23,860	27,490	15.2%	5,280,584	0.0%	3,648	6,073,614	6,700	-	6,083,962	15.2%
5000	PA Specialty Clinic	RVUs	25,959	38,015	37,648	-1.0%	7,810,102	0.0%	4,380	7,721,604	8,818	-	7,734,802	-1.0%
5300	Primary Care Clinic	RVUs	48,402	56,099	61,020	8.8%	13,327,440	0.0%	17,968	14,449,171	29,346	-	14,496,485	8.8%
5010	Sequim Specialty Clinic	RVUs	35,526	37,240	36,430	-2.2%	8,066,409	0.0%	5,872	7,879,970	5,025	-	7,890,867	-2.18%
5150	PA Orthopaedic Clinic	RVUs	23,408	26,503	32,675	23.3%	5,451,993	0.0%	1,324	6,713,677	6,762	-	6,721,763	23.3%
5055	PA Walk-In Clinic	RVUs	9,492	15,158	15,916	5.0%	3,827,385	0.0%	6,053	3,979,908	32,793	-	4,018,755	5.0%
5050	Sequim Walk-In Clinic	RVUs	13,609	13,032	13,680	5.0%	3,045,270	0.0%	7,617	3,161,270	27,820	-	3,196,707	5.0%
6400	Home Health	Episodes	2,739	2,986	3,075	3.0%	8,643,972	3.0%	-	-	-	9,168,610	9,168,610	6.1%

**Revenue / Volume Projection Worksheet**

	Actual 2017 Stat	Est 2018 Total	Budget 2019 Stat	Vol Change	Est 18 Revenue	Rate Growth	2019 Revenue						
							Inpatient	Outpatient	ER	HH	Total	Variance	
6280 SQ Surgery Center Visits	-	-	-	0.0%	-	7.0%	-	-	-	-	-	-	-
6260 Wound-Ostomy Visits	1,349	1,968	3,960	101.2%	242,833	7.0%	912	521,918	-	-	-	522,830	115.3%
6110 New Family Services Visits	1,722	1,465	1,480	1.0%	156,354	0.0%	774	157,175	-	-	-	157,949	1.0%
6700 Hospitalist RVUs	32,085	32,614	32,940	1.0%	3,553,167	7.0%	3,839,594	314	-	-	-	3,839,908	8.1%
8370 Employee Health Services Procedures	1,277	1,341	1,408	5.0%	(17,364)	0.0%	-	(18,232)	-	-	-	(18,232)	5.0%
					400,989,793		101,739,728	265,987,350	55,961,400	9,168,610		432,857,088	7.9%

## Other Revenue

	<u>2017</u>	<u>2018 Total</u>	<u>Budget 2019</u>	<u>2018-19 Variance</u>
<b><u>OPERATING REVENUE</u></b>				
M & O TAX	4,138,014	4,168,567	4,210,253	1.0%
TIMBER & OTHER TAX REVENUE	432,466	278,789	281,577	1.0%
MEANINGFUL USE REVENUE	571,234	-	-	0.0%
EDUCATION REV	9,455	6,600	6,930	5.0%
DIETARY REVENUE (CAFETERIA)	1,034,135	1,134,142	1,226,575	8.2%
VENDING MACHINES	2,863	3,120	3,342	7.1%
BUILDING LEASE - MSB ESPRESSO SPACE	6,300	6,300	6,300	0.0%
BUILDING LEASE - MSB SUITE 2100	69,957	71,540	73,455	2.7%
BUILDING LEASE -SMP-SSDS	141,887	11,362	-	-100.0%
BUILDING LEASE -SMP-STE 107	33,848	22,660	20,275	-10.5%
BUILDING LEASE -SMP-PERFORMANCE	22,680	22,680	22,680	0.0%
BUILDING LEASE -SMP LYNDES	15,620	16,345	17,420	6.6%
BUILDING LEASE -SMP HUFF	12,911	13,036	13,211	1.3%
BUILDING LEASE -SMP DVHWC	2,700	2,828	3,000	6.1%
BUILDING LEASE -801 E FRONT ST	20,015	-	-	0.0%
BUILDING LEASE- WOMENS IMAGING	-	600	300	-50.0%
BUILDING LEASE-OMP SPECIALTY CLINIC	14,350	19,200	19,200	0.0%
BUILDING LEASE - MSB SUITE 2400 SPECIALTY CI	1,750	2,100	2,100	0.0%
BUILDING LEASE - OMP ORTHO CLINIC	345	374	374	0.0%
BUILDING LEASE - PA WALK IN CLINIC	-	288	288	0.0%
BUILDING LEASE - SQ ORTHO CLINIC	2,107	1,563	2,747	75.7%
BUILDING LEASE - PEDIATRIC CLINIC	2,522	3,498	3,495	-0.1%
BUILDING LEASE - RADIOLOGY	1,803	1,967	1,967	0.0%
BUILDING LEASE - EMERGENCY DEPT	732	423	403	-4.7%
BUILDING LEASE - DAHC SUBLEASE	155,621	159,125	162,307	2.0%
PHARMACY-EMPLOYEE	136	142	-	-100.0%
PHARMACY-NON PATIENT	11	8	-	-100.0%
PHARMACY - 340B	-	2,919,296	5,857,875	100.7%
REHAB-O/S SERVICES	2,834	720	1,000	38.9%
PT SPORTS CLINIC	225	75	-	-100.0%
NUTRITIONAL - O/S SERV	1,815	-	1,815	0.0%
NUTRITIONAL- MISC REVENUE	20	-	20	0.0%
SQ WALK-IN O/S SERV	839	792	792	0.0%
SQ WALK-IN BUILDING LEASE	83	150	150	0.0%
SEQUIM SPECIALTY CLINIC - O/S SERV	5,600	-	-	0.0%
ORTHO CLINIC-O/S SERV	6,068	2,590	1,320	-49.0%
SQ ORTHO CLINIC-O/S SERV	2,145	1,584	1,584	0.0%
PRIMARY CARE - O/S SERV	(1,825)	15,675	5,000	-68.1%
PA SPECIALTY-O/S SERV	-	450	-	-100.0%
OMP ADMIN-O/S SERV	2,741	-	-	0.0%
HOME HEALTH-O/S SERV	5,669	5,787	5,787	0.0%
EMERGENCY ROOM O/S-SERV	7,007	5,586	5,586	0.0%
PA WALK-IN O/S SERV	-	960	960	0.0%
PEDIATRICS CLINIC O/S SERV	-	276	276	0.0%
CARDIOLOGY SERVICES O/S SERV	-	(125)	-	0.0%
PURCHASE DISCOUNTS	5,025	4,446	4,500	1.2%
HOME HEALTH FILM/RECORD	2,259	1,849	1,849	0.0%
RADIOLOGY FILM COPIES	3,845	3,852	3,852	0.0%
CARDIOLOGY YMCA	1,740	11,032	25,385	130.1%
MEDICAL RECORDS COPIES	11,475	5,899	5,900	0.0%
PATIENT ACCTS COPIES	-	3	-	-100.0%
ACCOUNTING RECORDS	920	1,131	1,100	-2.8%
LIFELINE REVENUE	201,085	178,834	190,000	6.2%
CENTRAL SUPPLY MISC REVENUE	626	307	307	0.0%
MISC INCOME	36,075	365,607	357,122	-2.3%
PQRS INCENTIVE REVENUE	83	-	-	0.0%
ATM REVENUE	1,040	1,184	1,200	1.4%
CANCER CENTER PAT NAV GRANT	(339)	-	(400)	0.0%
DSHS BHSIA GRANT	(15,850)	-	-	0.0%
ER TRAUMA GRANT	3,769	13,585	10,000	-26.4%
<b>Total Other Operating Revenue</b>	<b>6,978,436</b>	<b>9,488,804</b>	<b>12,561,179</b>	<b>32.4%</b>

**Salaries & FTEs**

	Salaries			Var % 19 Budget vs 2018 Est	Full Time Equivalents			Increase in FTE			Change in # of FTEs			% Change in FTEs		
	Actual 2017	Est 2018	Budget 2019		Actual 2017	Est 2018	Budget 2019	Actual 2017	Est 2018	Budget 2019	Actual 2017	Est 2018	Budget 2019	Actual 2017	Est 2018	Budget 2019
6010 ICU/Telemetry	3,843,499	4,336,560	4,641,290	7.0%	46.9	52.0	54.4	6.2%	1.9%	2.3%	(3.6)	5.0	2.4	-7.1%	10.8%	4.6%
6000 Med/Surg	5,487,969	5,807,234	5,642,320	-2.8%	77.4	80.2	70.5	7.0%	2.1%	10.6%	0.6	2.8	(9.8)	0.8%	3.6%	-12.2%
6100 OB, L&D, Nursery	1,845,442	1,999,151	2,406,022	20.4%	19.0	20.1	23.4	5.9%	2.3%	3.2%	0.5	1.1	3.3	2.8%	5.0%	16.7%
6210 Surgery	2,051,911	2,053,590	2,437,170	18.7%	24.6	26.3	30.1	17.3%	-6.4%	3.7%	(5.7)	1.7	3.8	-18.7%	6.9%	14.4%
6220 Recovery Room	434,817	604,522	628,983	4.0%	4.5	5.9	6.0	1.2%	6.6%	2.3%	0.5	1.4	0.1	12.8%	30.4%	1.7%
6230 Anesthesia	41,256	39,712	43,024	8.3%	1.0	1.0	1.0	14.5%	0.3%	8.3%	0.0	(0.0)	-	1.2%	-4.1%	0.0%
6240 Endo	-	538,776	553,723	2.8%	5.7	8.5	8.8	-	-	-0.2%	5.7	2.8	0.3	-	48.0%	2.9%
8255 Central Supply	647,575	850,680	887,639	4.3%	14.8	20.0	22.0	8.7%	-2.6%	-5.1%	3.2	5.2	2.0	27.9%	34.8%	10.0%
7035 PICC Line	71,829	71,564	71,758	0.3%	0.6	0.6	0.6	4.3%	1.0%	-6.0%	(0.1)	(0.0)	0.0	-7.8%	-1.4%	6.7%
7800 Laboratory	3,865,322	3,983,290	4,141,095	4.0%	68.1	68.5	70.2	7.2%	2.4%	1.5%	(2.3)	0.4	1.7	-3.2%	0.6%	2.4%
7300 Cardiac Services	1,282,693	1,414,460	1,431,120	1.2%	21.8	21.4	22.3	4.8%	12.2%	-2.9%	2.2	(0.4)	0.9	11.4%	-1.7%	4.2%
7310 Rhythm Management	303,024	374,646	457,243	22.0%	3.3	3.5	4.5	11.5%	18.0%	-5.1%	(0.5)	0.2	1.0	-12.5%	4.8%	28.6%
7610 Sleep Lab	387,734	398,700	442,731	11.0%	6.1	5.3	6.0	1.4%	19.4%	-2.2%	(0.4)	(0.9)	0.7	-5.8%	-13.9%	13.5%
7600 Sleep Clinic	452,434	570,363	1,373,559	140.8%	4.7	5.7	13.0	2.5%	4.1%	4.7%	(0.3)	1.0	7.3	0.0%	21.1%	130.1%
7060 MRI	497,384	566,892	497,124	-12.3%	6.4	6.3	6.7	3.3%	17.6%	-17.6%	0.1	(0.2)	0.4	2.4%	-3.1%	6.4%
7055 CT Scan	600,023	626,125	689,833	10.2%	9.2	8.6	9.5	-1.6%	11.1%	0.3%	2.5	(0.6)	0.9	36.7%	-6.1%	9.8%
7000 Radiology	2,267,860	2,319,523	2,253,447	-2.8%	40.6	37.5	38.4	5.4%	10.6%	-5.1%	(4.0)	(3.0)	0.9	-8.9%	-7.5%	2.3%
7005 PCC Radiology	84,380	88,195	88,493	0.3%	1.1	1.1	1.1	40.2%	2.5%	0.3%	(0.4)	0.0	-	-26.8%	2.0%	0.0%
7010 Downtown Imaging	66,830	71,284	66,881	-6.2%	1.1	1.0	1.0	0.5%	11.5%	-5.2%	(0.0)	(0.0)	(0.0)	-2.3%	-4.3%	-1.0%
7030 Ultrasound	694,596	774,535	820,159	5.9%	8.1	8.9	9.0	3.7%	0.8%	4.8%	0.5	0.9	0.1	6.5%	10.6%	1.0%
7001 MOB Radiology	74,152	91,610	99,842	9.0%	1.1	1.4	1.5	1.5%	2.3%	-0.5%	1.1	0.2	0.1	-	20.7%	9.5%
7002 SMP Radiology	-	-	73,217	-	-	-	1.1	-	-	-	-	-	1.1	-	-	-
7015 Sequim Radiology	310,101	300,030	324,606	8.2%	6.0	5.4	6.4	25.8%	8.3%	-8.8%	(0.0)	(0.6)	1.0	-0.5%	-10.7%	18.7%
7020 Jamestown Imaging	74,615	83,610	86,370	3.3%	1.1	1.1	1.2	9.4%	11.3%	-5.0%	(0.1)	0.0	0.1	-4.9%	0.7%	8.8%
7050 Womens Imaging	396,811	413,464	426,511	3.2%	5.7	5.9	5.9	11.1%	1.7%	2.5%	(0.3)	0.1	0.0	-5.1%	2.4%	0.7%
7000 Radiation Oncology	1,925,340	2,210,531	2,241,849	1.4%	16.1	17.7	17.2	16.9%	4.9%	3.8%	0.2	1.5	(0.4)	1.1%	9.5%	-2.3%
7045 Nuclear Medicine	94,742	82,612	85,982	4.1%	1.2	1.0	1.0	14.6%	1.6%	3.0%	0.0	(0.2)	0.0	1.3%	-14.2%	1.0%
7400 Pharmacy	1,762,272	1,985,948	2,092,170	5.3%	19.6	21.1	21.5	8.7%	4.6%	3.6%	(0.2)	1.5	0.4	-1.1%	7.7%	1.7%
7100 Resp. Therapy	830,953	858,725	827,506	-9.1%	12.2	12.4	12.5	12.4%	-9.8%	7.6%	1.1	0.1	0.2	10.3%	1.2%	1.4%
7200 PA Rehab	1,317,595	1,343,888	1,462,012	8.8%	18.8	18.6	21.1	3.3%	2.8%	-3.7%	(0.2)	(0.1)	2.4	-1.2%	-0.7%	12.9%
7210 Sequim Rehab	941,477	967,056	1,213,106	25.4%	14.5	14.5	16.6	6.6%	2.4%	9.7%	(0.1)	0.0	2.1	-0.5%	0.3%	14.3%
7220 Inpatient Rehab	388,786	408,378	427,504	4.7%	4.3	4.2	4.3	4.0%	8.3%	1.5%	(0.1)	(0.1)	0.1	-3.3%	-3.0%	3.1%
7235 PT Sport Clinic	4,027	2,789	3,336	19.6%	0.0	0.0	0.0	3.5%	-16.4%	19.6%	(0.0)	(0.0)	-	-	-	0.0%
6300 Emergency Room	4,048,371	4,400,084	4,149,255	-5.7%	51.8	51.2	49.2	4.5%	10.1%	-1.8%	1.2	(0.7)	(2.0)	2.4%	-1.3%	-3.9%
6250 Short Stay	1,699,102	1,838,113	1,825,704	-0.7%	20.3	21.8	22.3	7.9%	0.9%	-3.1%	1.7	1.5	0.6	9.2%	7.2%	2.5%
7510 Medical Oncology	2,035,354	1,688,220	3,075,572	82.2%	23.6	24.5	30.4	-8.7%	-19.9%	46.5%	(1.3)	0.8	6.0	-5.1%	3.5%	24.3%
7320 Wellness Services	34,732	99,055	110,182	11.2%	0.7	2.2	2.2	-	-	10.7%	0.7	1.5	0.0	0.7	0.0%	0.5%
5310 Primary Care - Sequim	1,087,537	1,318,693	1,514,334	14.8%	12.6	15.7	17.3	9.7%	-2.8%	4.7%	(0.4)	3.1	1.5	0.0%	24.7%	9.6%
5100 Surgery Clinic	1,658,966	1,686,802	1,720,362	2.0%	9.0	9.0	9.1	18.5%	2.1%	0.8%	(1.3)	(0.0)	0.1	-12.8%	-0.4%	1.1%
5155 SQ Orthopaedic Clinic	883,627	865,703	754,517	-12.8%	8.5	10.5	6.6	-	-	39.9%	8.5	2.1	(4.0)	-	-	-37.7%
5250 Womens Clinic	1,981,249	2,084,254	2,224,585	6.7%	16.7	16.4	19.2	21.1%	7.2%	-8.8%	0.8	(0.3)	2.8	4.9%	-1.9%	17.0%
5320 Pediatrics Clinic	1,867,658	1,915,393	2,130,449	11.2%	22.0	23.9	22.9	-	-	16.3%	2.0	(1.0)	-	-	-	-
5910 OMP Central Access Services	1,600,283	1,677,834	2,672,735	59.3%	47.4	50.4	80.6	0.3%	-1.5%	-0.3%	12.7	3.0	30.2	-	-	59.8%
5000 PA Specialty Clinic	2,576,212	3,274,800	4,309,614	31.6%	16.3	21.5	29.6	25.9%	-3.5%	-4.5%	3.1	5.2	8.1	23.5%	31.7%	37.8%
5300 Primary Care Clinic	4,566,074	5,027,949	5,843,082	16.2%	58.3	66.7	75.8	11.5%	-3.8%	2.2%	(3.9)	8.4	9.1	-6.3%	14.4%	13.7%
5010 Sequim Specialty Clinic	3,215,739	3,178,505	2,918,212	-8.2%	33.1	32.7	22.9	3.0%	0.1%	30.8%	(1.8)	(0.4)	(9.7)	-5.3%	-1.2%	-29.8%
5150 PA Orthopaedic Clinic	1,992,499	2,481,074	2,950,237	18.9%	12.8	14.3	22.3	27.8%	11.6%	-24.1%	(5.2)	1.5	8.1	-29.1%	11.6%	56.6%
5055 PA Walk-In Clinic	955,514	1,133,503	1,034,312	-8.8%	13.8	15.9	14.3	97.6%	2.8%	1.9%	13.3	2.1	(1.7)	-	-	-
5050 Sequim Walk-In Clinic	1,180,901	1,148,088	999,908	-12.9%	14.4	13.5	11.0	10.4%	3.1%	7.6%	2.8	(0.8)	(2.6)	24.3%	-5.7%	-19.0%
6400 Home Health	4,673,750	5,382,940	5,330,788	-1.0%	65.0	72.2	72.0	4.6%	3.6%	-0.7%	9.9	7.3	(0.2)	18.0%	11.2%	-0.3%
6260 Wound-Ostomy	46,201	16,841	71,423	324.1%	0.8	0.1	0.6	-41.9%	133.5%	-17.9%	(0.1)	(0.6)	0.5	-7.4%	-84.4%	416.7%
6110 New Family Services	209,377	205,031	200,460	-2.2%	2.5	2.4	2.3	9.6%	2.2%	2.0%	0.1	(0.1)	(0.1)	4.8%	-4.2%	-4.2%
6700 Hospitalist	2,630,051	2,786,575	3,016,086	8.2%	10.9	11.0	11.0	7.6%	4.9%	6.2%	1.2	0.1	0.2	12.1%	1.0%	2.0%
8260 Printing	47,115	47,721	47,863	0.3%	1.0	1.0	1.0	8.0%	4.7%	0.3%	(0.0)	(0.0)	-	-0.6%	-3.3%	0.0%
7710 Dietary	1,222,696	1,347,707.19	1,353,840.04	0.5%	36.4	37.6	37.6	7.8%	6.7%	0.5%	0.2	1.2	-	0.6%	3.3%	0.0%
7700 Nutritional Counseling	215,430	176,812	229,714	29.9%	4.0	3.4	4.0	4.8%	-3.5%	9.5%	0.1	(0.6)	0.6	1.6%	-15.0%	18.7%
8110 Laundry & Linen	265,918	278,567	276,729	-0.7%	8.4	8.7	8.4	6.3%	1.3%	2.5%	0.1	0.3	(0.3)	1.5%	3.4%	-3.1%
8030 Case Management	1,124,825	1,190,935	1,156,695	-2.9%	15.9	16.0	15.7	23.9%	5.5%	-1.1%	(0.1)	0.1	(0.3)	-0.7%	0.3%	-1.8%
7520 Patient Navigator	89,983	122,039	131,139	7.3%	2.0	2.5	2.5	2.3%	7.2%	7.5%	(0.1)	0.5	-	-5.9%	26.5%	0.0%
8250 Materials Management	549,855	572,913	615,295	7.4%	10.8	11.3	11.5	10.0%	0.2%	5.1%	0.1	0.4	0.3	0.8%	4.0%	2.2%

**Salaries & FTEs**

	Salaries			Var % 19 Budget vs 2018 Est	Full Time Equivalents			Increase per FTE			Change in # of FTEs			% Change in FTEs		
	Actual 2017	Est 2018	Budget 2019		Actual 2017	Est 2018	Budget 2019	Actual 2017	Est 2018	Budget 2019	Actual 2017	Est 2018	Budget 2019	Actual 2017	Est 2018	Budget 2019
8120 Plant Operations	961,636	926,018	920,229	-4.6%	18.3	16.5	16.0	13.8%	6.4%	2.7%	0.5	(1.7)	(0.5)	3.1%	-9.5%	-3.2%
8130 Guard	668,988	732,033	694,179	-5.2%	16.6	17.9	17.4	8.8%	1.4%	-2.4%	2.6	1.3	(0.5)	18.4%	7.9%	-2.8%
8140 Disaster Mgmt/ Haz Material	32,707	64,611	114,233	76.8%	1.0	1.4	2.0	-6.4%	43.0%	23.8%	0.4	0.4	0.6	74.8%	38.1%	42.9%
8100 Housekeeping	1,270,223	1,295,273	1,250,770	-3.4%	36.2	36.7	34.5	9.4%	0.5%	2.7%	1.8	0.5	(2.2)	5.1%	1.4%	-6.0%
8500 Info. Tech.	857,221	921,913	977,394	6.0%	13.0	13.1	14.0	6.8%	6.9%	-1.2%	(0.7)	0.1	0.9	-5.0%	0.6%	7.3%
8530 EPIC	107,558	69,133	86,082	24.5%	0.5	0.4	0.4	23.4%	-12.3%	24.5%	(0.3)	(0.1)	-	-36.5%	-26.7%	0.0%
8520 Lawson	-	-	-	0.0%	-	-	-	0.0%	0.0%	0.0%	-	-	-	0.0%	-	-
8200 Accounting	783,134	822,365	873,872	6.3%	13.0	13.4	13.8	7.1%	2.1%	2.9%	(0.3)	0.4	0.4	-2.4%	2.9%	3.3%
8270 Compliance	130,225	105,767	129,918	22.8%	2.0	2.0	2.0	7.2%	-18.8%	22.8%	(0.1)	-	-	0.0%	0.0%	0.0%
8230 Patient Financial Services	1,388,947	1,442,758	1,623,646	12.5%	32.7	32.6	35.0	12.7%	4.2%	4.8%	(2.2)	(0.1)	2.4	-6.2%	-0.3%	7.4%
8060 Patient Experience	-	-	129,690	-	-	-	2.0	-	-	-	-	-	2.0	-	-	-
8000 Patient Access Services	797,553	813,287	844,394	3.8%	19.5	19.2	19.1	7.2%	3.4%	4.5%	(1.5)	(0.3)	(0.1)	-7.0%	-1.4%	-0.6%
8300 Administration	617,821	628,777	651,282	3.6%	4.3	4.3	4.3	14.3%	2.3%	3.6%	(0.4)	(0.0)	-	-8.5%	-0.5%	0.0%
8320 Risk Management	310,224	302,889	265,093	-12.5%	4.3	4.4	3.0	13.2%	-2.9%	27.3%	0.2	0.0	(1.4)	3.8%	0.6%	-31.3%
5900 OMP Admin	357,206	564,429	396,996	-29.7%	4.7	10.6	3.7	18.9%	-29.1%	100.9%	0.2	5.8	(6.9)	4.9%	122.9%	-65.0%
8310 Marketing/Comm	208,768	222,974	219,639	-1.5%	3.0	3.0	3.0	4.5%	6.8%	-1.5%	(0.1)	-	-	-3.8%	0.0%	0.0%
8350 Human Resources	960,459	1,019,915	1,044,534	2.4%	12.5	14.5	15.1	9.5%	-8.6%	-1.5%	0.2	2.0	0.6	1.5%	16.2%	3.9%
8330 Physician Recruiting	51,376	54,681	51,232	-6.3%	0.9	1.0	1.0	2.9%	-8.5%	0.0%	(0.7)	0.1	-	-43.4%	16.3%	0.0%
8010 H.L.M.	625,617	712,622	705,505	-1.0%	13.3	15.3	14.5	3.7%	-1.1%	4.6%	(0.1)	2.0	(0.8)	-0.7%	15.2%	-5.3%
8020 Transcription	145,694	148,159	152,161	2.7%	3.1	3.1	3.0	4.5%	-0.2%	6.5%	(0.1)	0.1	(0.1)	-2.8%	1.9%	-3.6%
8340 Medical Staff	231,161	150,240	157,650	4.9%	3.0	2.1	2.1	7.9%	-4.1%	4.9%	(1.0)	(1.0)	-	-24.7%	-32.3%	0.0%
6500 Nursing Administration	772,062	740,929	1,109,526	49.7%	7.3	7.1	18.0	6.3%	-1.2%	-40.8%	0.0	(0.2)	10.9	0.0%	-2.9%	152.8%
8510 Clinical Informatics	1,118,865	560,367	603,104	7.6%	15.6	8.2	8.0	5.1%	-4.5%	9.8%	0.2	(7.4)	(0.2)	1.6%	-47.6%	-2.0%
8515 Applications	-	533,722	640,383	-	-	6.7	8.0	-	-	0.5%	-	-	-	-	-	-
8360 Inservice Education	272,566	287,670	271,745	-5.5%	4.1	4.0	4.3	5.3%	7.2%	-12.1%	0.1	(0.1)	0.3	2.4%	-1.6%	7.5%
8050 Patient Safety	112,622	221,993	226,419	2.0%	1.4	3.0	3.0	-	-	2.0%	1.4	1.6	-	-	-	0.0%
8040 QSS	547,605	578,698	593,605	2.6%	7.2	7.5	7.6	10.4%	0.8%	1.9%	0.7	0.3	0.0	10.9%	4.9%	0.7%
6280 Sequin Surgery Center	-	59,633	-	-100.0%	-	0.7	-	-	-	0.0%	-	0.7	(0.7)	-	-	-
n/a Return to Work / Other	26,945	-	-	-	-	-	-	0.0%	0.0%	0.0%	-	-	-	-	-	-
8150 Property Management	26,981	10,174	-	-100.0%	1.0	0.4	-	1.8%	1.0%	-	(0.1)	(0.6)	(0.4)	-9.1%	-62.7%	-100.0%
<b>Totals</b>	<b>88,890,631</b>	<b>96,075,624</b>	<b>104,333,998</b>	<b>8.6%</b>	<b>1,222.97</b>	<b>1,290.73</b>	<b>1,365.69</b>	<b>7.6%</b>	<b>2.4%</b>	<b>2.6%</b>	<b>65.2</b>	<b>61.1</b>	<b>73.7</b>	<b>4.0%</b>	<b>4.2%</b>	<b>5.8%</b>



## Indirect Expenses

	<b>2017</b>	<b>2018</b>	<b>Budget</b>	<b>Est 18 vs</b>
	<b><u>Actual</u></b>	<b><u>Total</u></b>	<b><u>2019</u></b>	<b><u>Budget 2019</u></b>
				<b><u>Variance</u></b>
FICA	6,147,355	6,575,135	7,140,314	8.6%
St Unemployment	83,606	90,460	98,236	8.6%
Workers Comp	1,200,324	942,145	1,023,128	8.6%
Medical - employer	14,684,400	16,093,823	17,883,226	11.1%
Life Insurance	47,152	47,271	51,334	8.6%
Pension	3,984,066	4,299,989	4,669,603	8.6%
Def Comp	-	-	-	
Disability Ins	151,469	157,747	171,307	8.6%
Vacation Accrual	-	-	-	
Misc / EE Wellness	50,283	52,563	57,081	8.6%
Employee Benefits	26,348,655	28,259,133	31,094,230	10.0%
Salary Dollars	88,890,631	96,075,624	104,333,998	8.6%
Labor Hours	2,412,197	2,688,873	2,844,785	5.8%
Depreciation	10,655,598	10,498,561	10,300,000	-1.9%
B&O/Other Taxes	1,144,918	1,314,743	1,412,199	7.4%
<u>Contractual Adj</u>				
Gross Revenue	364,179,825	400,989,793	432,857,088	7.9%
Charity Care	2,655,122	2,643,263	2,888,499	9.3%
Bad Debt	2,313,127	2,617,990	2,784,904	6.4%
Contractual Adjs	185,740,120	204,877,920	224,555,160	9.6%
Charity %	0.73%	0.66%	0.67%	
Bad Debt %	0.64%	0.65%	0.64%	
Uncompensated %	1.36%	1.31%	1.31%	
Contract %	51.00%	51.09%	51.88%	
Total Deductions	52.37%	52.41%	53.19%	

**Total**

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<b>REVENUE</b>				
Inpatient	89,659,697	94,485,227	101,739,728	7.7%
Outpatient	218,879,271	245,261,006	265,987,350	8.5%
Emergency	47,759,297	52,599,587	55,961,400	6.4%
HHA	7,881,560	8,643,972	9,168,610	6.1%
Total Patient Revenue	364,179,825	400,989,793	432,857,088	7.9%
<b>EXPENSES</b>				
Salaries	89,102,750	96,075,624	104,333,998	8.6%
Pro Fees	8,887,738	9,627,204	8,126,301	-15.6%
Supplies	27,061,145	29,966,734	33,074,833	10.4%
Utilities	1,695,831	1,785,416	1,840,841	3.1%
Tele./Postage	698,631	726,388	739,212	1.8%
Repair/Maint	6,163,462	6,719,007	7,573,562	12.7%
Purchased Services	7,470,086	7,659,322	6,010,362	-21.5%
Lease	330,571	320,053	321,054	0.3%
Licenses/Taxes/Dues	1,604,070	1,813,362	2,001,028	10.3%
Travel & Ed.	1,065,332	1,280,501	1,432,153	11.8%
Other Exp.	1,332,467	2,053,762	2,825,840	37.6%
Total Direct Expenses	145,412,081	158,027,373	168,279,184	6.5%
Total Indirect Expenses	37,703,202	39,866,715	42,562,300	6.8%
Total Operating Expenses	183,115,283	197,894,088	210,841,483	6.5%
FTEs	1,223.0	1,290.7	1,365.7	5.8%
Salary per FTE	72,858	74,435	76,397	

## Daily Hospital Services

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	54,201,005	57,688,743	62,505,824	8.4%
Outpatient	29,340,113	35,066,471	37,199,950	6.1%
Emergency	23,217,949	25,154,349	26,665,609	6.0%
HHA	-	-	-	
Total Patient Revenue	106,759,067	117,909,563	126,371,384	7.2%
<u>EXPENSES</u>				
Salaries	23,223,136	25,112,596	26,102,706	3.9%
Pro Fees	5,872,640	6,154,474	6,230,934	1.2%
Supplies	6,971,242	7,172,560	7,300,624	1.8%
Utilities	1,528	-	-	
Tele./Postage	-	-	-	
Repair/Maint	282,881	257,902	445,713	72.8%
Purchased Services	1,869,723	1,714,989	517,262	-69.8%
Lease	44,960	61,125	60,948	-0.3%
Licenses/Taxes/Dues	22,739	24,477	16,595	-32.2%
Travel & Ed.	64,510	51,277	140,862	174.7%
Other Exp.	61,199	42,473	53,802	26.7%
Total Direct Expenses	38,414,558	40,591,874	40,869,446	0.7%
FTEs	278.6	293.2	299.5	2.1%
Salary per FTE	83,237	85,709	87,300	

**OB**

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	5,809,981	6,234,286	6,673,059	7.0%
Outpatient	848,130	1,010,433	1,072,191	6.1%
Emergency	10,688	14,762	15,802	7.0%
HHA	-	-	-	
Total Patient Revenue	6,668,798	7,259,481	7,761,051	6.9%
<u>EXPENSES</u>				
Salaries	2,054,820	2,204,182	2,606,482	18.3%
Pro Fees	-	-	-	
Supplies	164,119	178,981	184,361	3.0%
Utilities	-	-	-	
Tele./Postage	1,080	1,080	1,102	2.0%
Repair/Maint	21,570	35,023	35,059	0.1%
Purchased Services	179,031	181,533	36,000	-80.2%
Lease	-	-	-	
Licenses/Taxes/Dues	-	-	-	
Travel & Ed.	5,959	5,041	8,000	58.7%
Other Exp.	3,857	6,742	26,377	291.2%
Total Direct Expenses	2,430,436	2,612,581	2,897,381	10.9%
FTEs	21.4	22.5	25.7	14.4%
Salary per FTE	97,849	100,190	100,249	

## Materials Management

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	-	-	-	
Outpatient	-	-	-	
Emergency	-	-	-	
HHA	-	-	-	
Total Patient Revenue	-	-	-	
<u>EXPENSES</u>				
Salaries	1,244,544	1,471,314	1,550,798	5.4%
Pro Fees	20,212	31,396	30,000	-4.4%
Supplies	241,747	271,214	347,341	28.1%
Utilities	-	-	-	
Tele./Postage	83,407	86,538	88,268	2.0%
Repair/Maint	368,832	447,449	394,124	-11.9%
Purchased Services	120,503	58,953	65,190	10.6%
Lease	2,297	2,078	2,259	8.7%
Licenses/Taxes/Dues	3,180	3,541	3,789	7.0%
Travel & Ed.	1,409	9,027	10,355	14.7%
Other Exp.	24,847	29,914	29,945	0.1%
Total Direct Expenses	2,110,979	2,411,424	2,522,069	4.6%
FTEs	26.7	32.3	34.5	7.0%
Salary per FTE	46,094	45,979	44,309	

## Laboratory

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	6,809,079	7,228,651	7,901,559	9.3%
Outpatient	19,002,810	20,148,965	22,010,243	9.2%
Emergency	5,285,703	6,066,619	6,627,087	9.2%
HHA	-	-	-	
Total Patient Revenue	31,097,592	33,444,236	36,538,889	9.3%
<u>EXPENSES</u>				
Salaries	3,865,322	3,983,290	4,141,095	4.0%
Pro Fees	80,000	45,000	45,000	0.0%
Supplies	1,634,515	1,640,988	1,801,697	9.8%
Utilities	564	494	594	20.2%
Tele./Postage	-	-	-	
Repair/Maint	153,334	233,131	353,336	51.6%
Purchased Services	2,169,051	2,416,520	2,221,011	-8.1%
Lease	64,565	66,845	67,251	0.6%
Licenses/Taxes/Dues	28,542	43,372	60,416	39.3%
Travel & Ed.	2,686	2,421	6,750	178.8%
Other Exp.	18,587	22,406	23,826	6.3%
Total Direct Expenses	8,017,165	8,454,468	8,720,976	3.2%
FTEs	68.1	68.5	70.2	2.4%
Salary per FTE	56,843	57,729	59,159	

## Diagnostic Imaging

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	9,174,185	9,520,755	10,166,957	6.8%
Outpatient	46,128,582	48,875,852	53,733,146	9.9%
Emergency	15,727,498	17,312,802	18,398,266	6.3%
HHA	-	-	-	
Total Patient Revenue	71,030,265	75,709,409	82,298,369	8.7%
<u>EXPENSES</u>				
Salaries	5,233,323	5,489,443	5,584,222	1.7%
Pro Fees	13,500	27,086	30,000	10.8%
Supplies	921,827	981,663	1,109,766	13.0%
Utilities	-	-	-	
Tele./Postage	(4,800)	(4,800)	(4,800)	
Repair/Maint	1,389,539	1,374,700	1,397,783	1.7%
Purchased Services	550,236	719,617	648,701	-9.9%
Lease	203,643	204,174	204,812	0.3%
Licenses/Taxes/Dues	23,707	19,169	19,272	0.5%
Travel & Ed.	9,251	12,787	9,015	-29.5%
Other Exp.	20,288	9,028	9,663	7.0%
Total Direct Expenses	8,360,514	8,832,867	9,008,434	2.0%
FTEs	82.2	78.8	83.4	5.9%
Salary per FTE	63,821	69,487	67,280	

## Cardiology

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	1,383,307	1,570,575	1,731,559	10.3%
Outpatient	10,166,557	11,425,178	12,613,790	10.4%
Emergency	778,020	841,482	927,734	10.3%
HHA	-	-	-	
Total Patient Revenue	12,327,883	13,837,236	15,273,084	10.4%
<u>EXPENSES</u>				
Salaries	1,620,449	1,888,160	1,998,545	5.8%
Pro Fees	-	-	-	
Supplies	482,479	423,407	444,698	5.0%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	93,844	111,921	127,470	13.9%
Purchased Services	110,473	103,374	110,566	7.0%
Lease	119,201	139,269	139,284	0.0%
Licenses/Taxes/Dues	216	940	350	-62.8%
Travel & Ed.	3,104	10,848	12,250	12.9%
Other Exp.	419	566	606	7.1%
Total Direct Expenses	2,430,185	2,678,486	2,833,767	5.8%
FTEs	25.8	27.1	29.0	7.0%
Salary per FTE	62,325	69,932	68,915	



## Sleep

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	-	-	-	
Outpatient	4,554,384	5,076,482	7,060,957	39.1%
Emergency	924	1,087	1,512	39.1%
HHA	-	-	-	
Total Patient Revenue	4,555,308	5,077,569	7,062,469	39.1%
<u>EXPENSES</u>				
Salaries	840,168	969,063	1,816,290	87.4%
Pro Fees	134,400	182,717	97,845	-46.5%
Supplies	60,305	81,143	327,896	304.1%
Utilities	508	-	-	
Tele./Postage	-	-	-	
Repair/Maint	423	-	-	
Purchased Services	30,252	19,800	19,800	0.0%
Lease	64,540	64,531	64,531	0.0%
Licenses/Taxes/Dues	1,937	181	430	137.2%
Travel & Ed.	2,622	1,164	4,500	286.6%
Other Exp.	1,780	1,979	2,070	4.6%
Total Direct Expenses	1,136,934	1,320,580	2,333,363	76.7%
FTEs	10.8	10.9	19.0	73.7%
Salary per FTE	76,379	88,097	95,594	

## Cancer Center

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	131,716	90,678	98,156	8.2%
Outpatient	18,321,517	20,415,793	22,105,421	8.3%
Emergency	36,104	32,713	35,800	9.4%
HHA	-	-	-	
Total Patient Revenue	18,489,338	20,539,184	22,239,377	8.3%
<u>EXPENSES</u>				
Salaries	4,050,677	4,020,791	5,448,561	35.5%
Pro Fees	1,239,004	1,894,951	485,000	-74.4%
Supplies	203,597	210,735	210,183	-0.3%
Utilities	-	346	350	1.0%
Tele./Postage	360	-	-	
Repair/Maint	518,756	518,371	593,564	14.5%
Purchased Services	494,078	569,747	504,683	-11.4%
Lease	281	252	300	19.1%
Licenses/Taxes/Dues	13,522	22,353	16,309	-27.0%
Travel & Ed.	5,663	9,221	15,900	72.4%
Other Exp.	7,123	9,748	10,469	7.4%
Total Direct Expenses	6,533,061	7,256,514	7,285,319	0.4%
FTEs	41.7	44.6	50.1	12.4%
Salary per FTE	96,445	89,351	108,971	

## Pharmacy

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	10,972,777	10,959,343	11,456,349	4.5%
Outpatient	32,581,435	37,158,573	39,628,281	6.6%
Emergency	2,608,462	3,058,663	3,165,716	3.5%
HHA	-	-	-	
Total Patient Revenue	46,162,674	51,176,579	54,250,346	6.0%
<u>EXPENSES</u>				
Salaries	1,762,272	1,985,948	2,092,170	5.3%
Pro Fees	12,284	-	20,500	
Supplies	12,233,299	14,832,294	16,669,142	12.4%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	124,022	336,614	397,942	18.2%
Purchased Services	53,047	36,538	12,600	-65.5%
Lease	140	130	135	4.3%
Licenses/Taxes/Dues	24,574	29,252	28,676	-2.0%
Travel & Ed.	4,928	5,232	17,500	234.5%
Other Exp.	2,381	758,075	1,468,057	93.7%
Total Direct Expenses	14,216,947	17,984,082	20,706,722	15.1%
FTEs	19.6	21.1	21.5	1.7%
Salary per FTE	88,114	94,569	95,099	

## Physical Therapy

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<b>REVENUE</b>				
Inpatient	1,123,776	1,143,378	1,155,012	1.0%
Outpatient	5,907,180	6,221,504	6,610,896	6.3%
Emergency	998	693	714	3.0%
HHA	-	-	-	
Total Patient Revenue	7,031,953	7,365,575	7,766,622	5.4%
<b>EXPENSES</b>				
Salaries	2,651,886	2,722,111	3,105,958	14.1%
Pro Fees	-	-	-	
Supplies	50,788	39,482	41,739	5.7%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	11,827	10,338	10,183	-1.5%
Purchased Services	138,110	118,614	811	-99.3%
Lease	10,916	4,139	4,000	-3.4%
Licenses/Taxes/Dues	-	159	159	0.0%
Travel & Ed.	13,132	14,795	18,988	28.3%
Other Exp.	305	70	56	-19.4%
Total Direct Expenses	2,876,964	2,909,708	3,181,894	9.4%
FTEs	37.6	37.4	42.0	12.3%
Salary per FTE	69,786	73,571	73,951	

## Olympic Medical Physicians

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<b>REVENUE</b>				
Inpatient	53,871	48,818	51,253	5.0%
Outpatient	51,830,465	59,836,091	63,881,402	6.8%
Emergency	92,952	116,416	123,159	5.8%
HHA	-	-	-	
Total Patient Revenue	51,977,287	60,001,325	64,055,815	6.8%
<b>EXPENSES</b>				
Salaries	23,923,463	26,357,027	29,469,343	11.8%
Pro Fees	1,081,261	825,726	707,722	-14.3%
Supplies	1,735,644	1,868,111	2,306,224	23.5%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	114,709	135,494	139,294	2.8%
Purchased Services	231,715	212,278	218,622	3.0%
Lease	1,316,517	1,357,579	1,354,391	-0.2%
Licenses/Taxes/Dues	23,788	20,002	20,954	4.8%
Travel & Ed.	56,995	52,367	77,386	47.8%
Other Exp.	42,560	116,549	126,768	8.8%
Total Direct Expenses	28,526,654	30,945,134	34,420,705	11.2%
FTEs	270.3	301.2	335.8	11.5%
Salary per FTE	88,605	87,565	87,706	

## Home Health

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	-	-	-	
Outpatient	-	-	-	
Emergency	-	-	-	
HHA	7,881,560	8,643,972	9,168,610	6.1%
Total Patient Revenue	7,881,560	8,643,972	9,168,610	6.1%
<u>EXPENSES</u>				
Salaries	4,673,750	5,382,940	5,330,788	-1.0%
Pro Fees	-	-	-	
Supplies	198,617	207,313	233,020	12.4%
Utilities	-	-	-	
Tele./Postage	20,700	23,091	24,780	7.3%
Repair/Maint	8,688	6,655	8,261	24.1%
Purchased Services	286,352	173,599	135,370	-22.0%
Lease	90,119	90,130	90,130	0.0%
Licenses/Taxes/Dues	5,450	11,755	16,898	43.8%
Travel & Ed.	227,490	224,570	234,995	4.6%
Other Exp.	658	469	979	108.8%
Total Direct Expenses	5,511,824	6,120,521	6,075,221	-0.7%
FTEs	65.0	72.2	72.0	-0.3%
Salary per FTE	71,904	74,763	74,039	

## Nutrition

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	-	-	-	
Outpatient	102,099	43,028	89,305	107.6%
Emergency	-	-	-	
HHA	-	-	-	
Total Patient Revenue	102,099	43,028	89,305	107.6%
<u>EXPENSES</u>				
Salaries	1,438,126	1,524,519	1,583,554	3.9%
Pro Fees	-	-	-	
Supplies	839,482	836,663	898,484	7.4%
Utilities	-	-	-	
Tele./Postage	-	-	-	
Repair/Maint	41,543	32,047	32,461	1.3%
Purchased Services	(589)	3,000	3,000	0.0%
Lease	6,734	-	-	
Licenses/Taxes/Dues	2,078	634	634	0.0%
Travel & Ed.	80	1,955	3,515	79.8%
Other Exp.	320	283	283	0.0%
Total Direct Expenses	2,327,774	2,399,101	2,521,932	5.1%
FTEs	40.4	41.0	41.6	1.5%
Salary per FTE	35,953	37,183	37,704	

## Facility Services

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	-	-	-	
Outpatient	-	-	-	
Emergency	-	-	-	
HHA	-	-	-	
Total Patient Revenue	-	-	-	
<u>EXPENSES</u>				
Salaries	3,199,472	3,296,503	3,256,140	-1.2%
Pro Fees	20,915	21,436	20,000	-6.7%
Supplies	605,591	653,521	635,683	-2.7%
Utilities	1,693,179	1,784,576	1,839,898	3.1%
Tele./Postage	360	360	360	0.0%
Repair/Maint	255,599	213,313	243,228	14.0%
Purchased Services	433,560	385,462	397,935	3.2%
Lease	283	647	663	2.4%
Licenses/Taxes/Dues	10,067	10,656	10,927	2.5%
Travel & Ed.	14,280	4,034	29,534	632.2%
Other Exp.	2,634	1,778	1,826	2.7%
Total Direct Expenses	6,235,939	6,372,285	6,436,193	1.0%
FTEs	80.4	81.2	78.3	-3.6%
Salary per FTE	39,993	40,698	41,745	



**Business/Financial Services**

	<u>Actual 2017</u>	<u>Est 2018</u>	<u>Budget 2019</u>	<u>Variance</u>
<u>REVENUE</u>				
Inpatient	-	-	-	
Outpatient	96,000	(17,364)	(18,232)	
Emergency	-	-	-	
HHA	-	-	-	
Total Patient Revenue	96,000	(17,364)	(18,232)	
<u>EXPENSES</u>				
Salaries	9,321,339	9,667,736	10,247,347	6.0%
Pro Fees	413,521	444,419	459,300	3.3%
Supplies	717,892	568,660	563,975	-0.8%
Utilities	52	-	-	
Tele./Postage	597,524	620,120	629,502	1.5%
Repair/Maint	2,777,895	3,006,048	3,395,143	12.9%
Purchased Services	804,544	945,296	1,118,809	18.4%
Lease	(1,593,626)	(1,670,846)	(1,667,651)	
Licenses/Taxes/Dues	1,444,270	1,626,870	1,805,618	11.0%
Travel & Ed.	653,225	875,762	842,603	-3.8%
Other Exp.	1,145,510	1,053,683	1,071,112	1.7%
Total Direct Expenses	16,282,147	17,137,747	18,465,760	7.7%
FTEs	154.2	158.7	163.0	2.7%
Salary per FTE	60,528	60,803	62,867	

# Olympic Medical Center 2019 Capital Budget

	<b>Requests</b>
	<b>2019 Budget</b>
Medical Equipment	\$ 4,215,329
Non-Medical Equipment	\$ 868,293
Information Systems	\$ 2,446,326
Contingency	\$ 250,000
Subtotal	\$ 7,779,948
Hospital Construction/Upgrades	
General/Routine Construction Projects	\$ 748,387
CS/OR Construction Space	\$ 4,073,025
Sequim Campus Expansion	\$ 9,214,000
SMP Surgical Space	\$ 5,420,000
Total Capital Spending	\$ 27,235,360

**CAPITAL BUDGET REQUESTS - 2019**

CNTRL #	ASSET	DEPT NAME	DEPT NUMBER	DESCRIPTION	2019
	TYPE				DOLLAR AMOUNT APPROVED
19101	Medical	OMP Specialty Clinic PA	5000	Cautery Unit	10,956.00
19102	Medical	OMP Specialty Clinic PA	5000	MyoGuide	3,035.00
19103	Medical	OMP Specialty Clinic SQ	5010	Flex CystoNephro Videoscope	31,551.00
19104	Medical	OMP Specialty Clinic SQ	5010	Ultrasound System	35,230.00
19105	Medical	OMP Specialty Clinic SQ	5010	ENT Visera Elite 190 Video System	93,845.00
19106	Medical	OMP Specialty Clinic SQ	5010	Rhinoscope	55,197.00
19107	Medical	OMP Walk-In Clinic Sequim	5050	Bariatric Exam Table with Armboard	10,921.00
19108	Medical	OMP Walk-In Clinic Sequim	5050	Vital Sign Monitor/ with cart	3,956.00
19109	Medical	OMP Walk-In Clinic Port Angeles	5055	Bariatric Exam Table with Armboard	10,921.00
19110	Medical	OMP Walk-In Clinic Port Angeles	5055	Monitor, Vital Signs w/ cart	7,911.00
19111	Medical	OMP Orthopaedics-PA	5150	Mini C-Arm - PA	89,701.00
19112	Medical	OMP Orthopaedics-Sequim	5155	Ultrasound	34,688.00
19113	Medical	OMP Orthopaedics-Sequim	5155	Mini C-Arm - Sequim	89,701.00
19114	Medical	OMP Women's Health	5250	Doppler, Fetal Heart 2mhz Mgm 152 and Probe OB 2mhz Mgm 152	6,293.00
19116	Medical	OMP Women's Health	5250	LEEP	7,004.00
19117	Medical	Primary Care Clinic- Vine	5300	Wallboard- Vital Signs	13,675.00
19118	Medical	Primary Care Clinic- Vine	5300	Ceiling Procedure Light	10,119.00
19119	Medical	OB	6100	Isolette Incubator	15,176.00
19120	Medical	OB	6100	WelchAllyn Otoscope and Ophthalmoscope	2,385.00
19122	Medical	New Family Service	6110	Medela Breast Pump	10,027.00
19123	Medical	Operating Room	6210	Stryker Power	481,776.00
19131	Medical	Operating Room	6210	Cystoscopes including sheaths and obturators for Urolift Procedures	11,166.00
19135	Medical	Anesthesia	6230	Terason Ultrasound (2) Machines	95,403.00
19137	Medical	Anesthesia	6230	Glidescope Neonate Baton	7,210.00
19139	Medical	Anesthesia	6230	Gas Analyzer	12,433.00
19140	Medical	Anesthesia	6230	Anesthesia Machine	86,664.00
19146	Medical	Endoscopy	6240	Scope Storage Cabinet	19,532.00
19148	Medical	Endoscopy	6240	Steris System 1	115,168.00
19150	Medical	Endoscopy	6240	Equipment Booms Monitors with minimal integration	174,399.00
19154	Medical	Endoscopy	6240	ERBE Argon Plasma Coagulator	41,471.00
19161	Medical	SSU	6250	Stryker Prime Big Wheel 26" Stretcher (4)	19,535.00
19163	Medical	Emergency Department	6300	1115 Prime Series, Big Wheel	14,961.00
19164	Medical	Emergency Department	6300	NW Ceiling Lifts	19,639.00

**CAPITAL BUDGET REQUESTS - 2019**

CNTRL #	ASSET	DEPT NAME	DEPT NUMBER	DESCRIPTION	2019
	TYPE				DOLLAR AMOUNT APPROVED
19165	Medical	Nursing Administration	6500	NORA Smooth Rubber Floor Repl	5,203.00
19166	Medical	Diagnostic Imaging	7000	Multi-purpose Fluoroscopy System	705,099.00
19168	Medical	Diagnostic Imaging	7000	C-arm upgrade	9,973.00
19169	Medical	Diagnostic Imaging	7000	PACS Monitor workstations	34,688.00
19176	Medical	Diagnostic Imaging	7030	Medical gases	72,628.00
19182	Medical	Diagnostic Imaging	7050	Curved mammography paddles	47,154.00
19183	Medical	Diagnostic Imaging	7055	CT Siemens Software Upgrade Cardiac	103,273.00
19184	Medical	Respiratory Therapy	7100	Respironics V60 Noninvasive Ventilator (NIV)	16,500.00
19185	Medical	Respiratory Care	7100	Trilogy 202 Home Ventilator	13,663.00
19187	Medical	PT & Rehab Services - Port Angeles	7200	Therapy Pool Treadmill Belt and Pad	10,035.00
19189	Medical	PT & Rehab Services - Sequim	7210	Exam/treatment Tables	4,617.00
19190	Medical	Heart Center	7300	Nuclear Camera	487,072.00
19191	Medical	Heart Center	7300	Quinton Q-Stress Workstations	55,332.00
19192	Medical	Heart Center	7300	Rehabilitation Gym Exercise Bikes	5,304.00
19195	Medical	Pharmacy	7420	Pharmacy IV room Workflow solution	223,041.00
19197	Medical	Olympic Medical Sleep Center	7610	Nihon Kohden Video Upgrade	10,914.00
19198	Medical	Olympic Medical Sleep Center	7610	Home Sleep Test Machines	6,045.00
19200	Medical	Microbiology	7820	Blood Culture analyzer	86,720.00
19201	Medical	Microbiology	7820	Incubator Non-CO2	15,577.00
19202	Medical	Hematology	7830	Centrifuge	5,440.00
19203	Medical	Pathology	7840	CRYO module for Tissue Embedding System	7,125.00
19204	Medical	Blood Bank	7870	HemoRoam Refrigerator System	8,997.00
19205	Medical	CS Sterile Processing	8255	Case Carts	168,886.00
19206	Medical	CS Sterile Processing	8255	Steris System 1 Endoscope Cleaning System	28,792.00
19207	Medical	CS SPD	8255	Scope Cabinet	4,986.00
19209	Medical	CS Sterile Processing	8255	McGhan Instrument Checker	2,358.00
19210	Medical	CS SPD	8255	Trophon Transducer Cleaner	7,588.00
19211	Medical	Multiple Nursing Departments	8255	Defibrillator R2 w Pacing, ETCO2 wo/NIBP	426,670.00
<b>2019 Total Budget</b>					<b>4,215,329.00</b>

CAPITAL BUDGET REQUESTS - 2019					
CNTRL #	ASSET TYPE	DEPT NAME	DEPT NUMBER	DESCRIPTION	2019
					DOLLAR AMOUNT APPROVED
19301	Non Medical	OMP Walk-In Clinic Sequim	5050	Waiting Room Chairs/end tables	10,510.00
19303	Non Medical	Dietary/Nutrition Services	7700	CBORD Upgrade	165,852.00
19305	Non Medical	Security	8130	Infant Security System	79,132.00
19306	Non Medical	CS - Distribution	8255	High Density Shelving CS	27,642.00
19308	Non Medical	OMP Specialty Clinic PA	5000	Sit/Stand desks	11,585.00
19309	Non Medical	OMP Walk-In Port Angeles	5055	Sit to Stand Desk Walk In Clinic	11,536.00
19310	Non Medical	OMP Walk-In Clinic Port Angeles	5055	Blanket Warmer/ Floor Model Small	5,822.00
19311	Non Medical	OMP General Surgery	5100	Sit to Stand Desks	5,670.00
19312	Non Medical	OMP Orthopaedics-PA	5150	MOB workstations	4,288.00
19313	Non Medical	OMP Women's Health	5250	Sit to Stand Desk MOB Women's Clinic	5,670.00
19314	Non Medical	Inservice Education	8360	HealthStream Nurse Residency	14,160.00
19315	Non Medical	Medical/Surgical/Pediatrics	6000	Sleeper Chair	6,041.00
19316	Non Medical	Medical/Surgical/Pediatrics	6000	New Furniture for 2 West Lounge	5,548.00
19317	Non Medical	ICU/Telemetry	6010	Stryker Tru Rize Clinical Chair	18,294.00
19318	Non Medical	ICU/Telemetry	6010	Lumex Ortho-Biotic II Recliner	12,994.00
19319	Non Medical	OB	6100	Glider Chair	8,672.00
19320	Non Medical	HH- Lifeline	6420	Lifeline Units 7000 Series	80,758.00
19321	Non Medical	Diagnostic Imaging	7030	Ultrasound bed	9,013.00
19322	Non Medical	Dietary/Nutrition Services	7700	Architectural Assessment of kitchen functionality and expansion	54,200.00
19323	Non Medical	Lab	7800	Spectralink Communication system & charge stand	2,108.00
19324	Non Medical	Lab	7800	Blood Draw chairs - Satellite labs	12,682.00
19325	Non Medical	EVS - Laundry	8110	Laundry Dryers	57,669.00
19326	Non Medical	Support Services	8140	Stryker Evacuation Chairs	18,138.00
19327	Non Medical	Finance	8200	Kronos Licenses (75)	20,082.00
19328	Non Medical	Finance	8200	Kronos Timeclocks	7,794.00
19329	Non Medical	Finance	8200	Advanced Scheduling System	115,214.00
19330	Non Medical	Materials Management	8250	Postage Machine & Meter	13,467.00
19331	Non Medical	CS Distribution	8255	Par Level Storage Carts for nursing Units	30,245.00
19332	Non Medical	CS Sterile Processing	8255	Instrument Rinse System	3,144.00
19333	Non Medical	Risk Management	8320	Public area furnishings	39,782.00
19334	Non Medical	PT & Rehab Services - Port Angeles And Se	7200/7210	Rehab Call center reporting	10,581.00
<b>2019 Total Budget</b>					<b>868,293.00</b>

CAPITAL BUDGET REQUESTS - 2019					
CNTRL #	ASSET TYPE	DEPT NAME	DEPT NUMBER	DESCRIPTION	2019
					DOLLAR AMOUNT APPROVED
19501	IT	OMP Central Access	5910	Avaya Workforce Optimization WFO	250,000.00
19502	IT	Operating Room	6210	Epic/Providence build of Bidirectional capability	37,940.00
19505	IT	Information Technology	8500	Network Traffic Analysis	47,708.00
19506	IT	Information Technology	8500	Network Upgrade Phase One	1,310,876.00
19507	IT	Information Technology	8500	Fortigate Firewall	32,182.00
19508	IT	Information Technology	8500	Cisco UCS Memory Expansion	39,958.00
19509	IT	Information Technology	8500	Upgrade Voicemail	14,940.00
19510	IT	Information Technology	8500	Upgrade Switchboard	26,875.00
19511	IT	Information Technology	8500	S2 Upgrade Sequim	65,040.00
19512	IT	Information Technology	8500	Printer and Copier Upgrade	54,200.00
19513	IT	Information Technology	8500	VMware NSX. Micro-segmentation and Load	123,179.00
19515	IT	OMP Walk-In Clinic Port Angeles	5055	Digital Signage / Navoris	11,435.00
19517	IT	Radiation Oncology	7500	RayStation Planning License	63,208.00
19518	IT	Information Technology	8500	Distribution UPS Upgrade	34,011.00
19519	IT	Information Technology	8500	Netbotz Cameral Upgrade	5,989.00
19520	IT	Information Technology	8500	Fiber Pulls	26,016.00
19522	IT	Information Technology	8500	Avaya Call Recording Upgrade	25,937.00
19525	IT	Information Technology	8500	Badge Station	20,596.00
19526	IT	Information Technology	8500	Vine St Clinic Security Adds	13,008.00
19527	IT	Clinical Informatics and Applications	8510	Dragon Application/System Upgrade	7,588.00
19532	IT	Epic	8530	Epic CRF Projects	181,440.00
19533	IT	Information Technology	8500	Spectralink Phone Pase One Rollout	54,200.00
<b>2019 Total Budget</b>					<b>2,446,326.00</b>

CAPITAL BUDGET REQUESTS - 2019					
CNTRL #	ASSET TYPE	DEPT NAME	DEPT NUMBER	DESCRIPTION	2019
					DOLLAR AMOUNT REQUEST
19801	Construction	Operating Room	6210	Automatic Door Swipe Badge for OR/PACU	14,309.00
19803	Construction	PT & Rehab Services - Port Angeles	7200	Door replacement	9,756.00
19804	Construction	Heart Center	7300	vinyl	7,630.00
19805	Construction	Plant Operations & Construction	8120	OMH Fire & Egress Doors	43,360.00
19806	Construction	Plant Operations & Construction	8120	SQ Ortho Compliance	32,520.00
19807	Construction	Plant Operations & Construction	8120	Boiler 1 Rebuild	16,260.00
19808	Construction	Plant Operations & Construction	8120	Triage Room - New	70,460.00
19809	Construction	Plant Operations & Construction	8120	SQ Children's Soiled Utility	21,680.00
19810	Construction	Plant Operations & Construction	8120	SQ Specialty Reprocessing	70,460.00
19821	Construction	Radiation Oncology	7500	Front Office Remodel	4,760.00
19823	Construction	Plant Operations & Construction	8120	Exterior eyebrows Phase I	70,460.00
19824	Construction	Plant Operations & Construction	8120	Francis House Demo	70,460.00
19825	Construction	Plant Operations & Construction	8120	Imaging Waiting Flooring	17,669.00
19829	Construction	Plant Operations & Construction	8120	SQ Ortho HP	70,460.00
19830	Construction	Plant Operations & Construction	8120	OMP East Admin Re-plumb	32,520.00
19831	Construction	Plant Operations & Construction	8120	Laundry Heat Exchanger	27,100.00
19833	Construction	Plant Operations & Construction	8120	IT House Roof	10,840.00
19835	Construction	Plant Operations & Construction	8120	SQPT Breakroom	10,840.00
19837	Construction	Plant Operations & Construction	8120	IDF Cooling	10,840.00
19838	Construction	Plant Operations & Construction	8120	2M Waiting Pony Wall	5,420.00
19840	Construction	Plant Operations & Construction	8120	Lab Waiting Area Flooring	10,840.00
19841	Construction	Plant Operations & Construction	8120	Vacuum Pumps/Motors	21,680.00
19842	Construction	Plant Operations & Construction	8120	PA Heart Center Flooring	10,840.00
19844	Construction	Plant Operations & Construction	8120	Imaging Office Flooring	6,504.00
19847	Construction	Plant Operations & Construction	8120	OMIC Auto Door	10,840.00
19850	Construction	Plant Operations & Construction	8120	3E Carpet Replacement	37,940.00
	Construction	Plant Operations & Construction	8120	Central Sterile / OR Improvements	3,252,000.00
	Construction	CS Sterile Processing	8255	Sterile Processing Renovation Equipment & Devices	765,486.00

CAPITAL BUDGET REQUESTS - 2019					
CNTRL #	ASSET TYPE	DEPT NAME	DEPT NUMBER	DESCRIPTION	2019
					DOLLAR AMOUNT REQUEST
	Construction	Pharmacy-SQ	7240	Refrig & Airflow Cabinets-Sq	55,539.00
19856	Construction			Sub Total Central Sterile / OR	4,073,025.00
19857	Construction	Plant Operations & Construction	8120	Sequim Expansion (OMCC & Primary Care)	9,214,000.00
19858	Construction	Plant Operations & Construction	8120	SMP Surgical Space	5,420,000.00
19859	Construction	SSU	6250	Nursing Station Remodel	31,939.00
<b>2019 Total Budget</b>					<b>19,455,412.00</b>